



PERCEIVED ORGANIZATIONAL POLITICS AND JOB SATISFACTION: THE ROLE OF PERSONALITY AS MODERATOR

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ABSTRACT. Background: This study aims to examine the predictive effect of perceived organizational politics on employees' job satisfaction, and the role of personality (extraversion, openness, agreeableness and conscientiousness) in moderating the relationship.

Methods: Data were collected using self-report questionnaires from 210 employees working in private organizations in Malaysia. The hypothesized relationships were tested using hierarchical regression analyses.

Results: Consistent with the prediction, results of the study indicated that perceived organizational politics was negatively related to job satisfaction ($R^2 = 0.09$). From the four personality traits, only extraversion and openness were found to moderate the relationship between perceived organizational politics and job satisfaction.

Conclusion: The findings of this research extend the current knowledge on the importance of personality traits in relation to perceived organizational politics and job satisfaction among employees.

Key words: perceived organizational politics, job satisfaction, personality, extraversion, openness.

INTRODUCTION

Perceived organizational politics has been defined as a strategic action taken by an individual within an organization that will lead to long term or short term personal outcome at the expense of other [Ferris, Russ, Fandt 1989]. It is one of the important topics discussed in today's organizational setting as it involves negative implications on employees' attitudes, behaviors and performance including job satisfaction, organizational commitment, job burnout, stress, turnover intentions and negligent behavior. According to the model introduced by Ferris et al. [1989], organization, job or work environment and personal influences act as antecedents of perceived organizational politics, which in turn give rise to a number of work outcomes (job involvement, job satisfaction, job anxiety, turnover and absenteeism).

Perceived organizational politics is a crucial concept not to be overlooked in workplaces as employees gain various advantages such as monetary benefit, companionship as well as social status through employment. In order to obtain these benefits, employees need to contribute their energy, time and effort to their employers. Cropanzano, Howes, Grandey and Toth [1997] argued that holding a job can be considered as making an investment as employees contribute their talents and motivation with the desire of earning something in return. The return would include both tangible rewards such as pays and bonuses, and intangible rewards such as esteem, dignity, and personal power. Rationally, if employees manage to exercise control and able to influence others politically, they may gain extra personal benefit for their own advantage [Cropanzano et al. 1997].

Previous studies have examined the negative effects of perceived organizational politics on various work attitudes and behaviors such as job satisfaction, organizational commitment, job burnout, stress, turnover intentions, and negligent behavior [Chang, Rosen, Levy 2009, Cropanzano et al. 1997, Ferris, Frink, Galang, Zhou, Kacmar, Howard 1996, Miller, Rutherford, Kolodinsky 2008, Vigoda-Gadot 2000]. However, not many researchers have studied the role of individual differences such as personality traits in strengthening or weakening the effect of perceived organizational politics on job satisfaction. We believe that lack of existing literature in considering personality traits as moderating variables need to be given attention as personality traits may play important roles in reducing the effect of perceived organizational politics on attitudes and behaviors in work places.

Since both perceived organizational politics and job satisfaction are experienced by employees in a work place, we argue that the above relationship may depend on employees' differences, particularly their personality, to create a scenario. For example, employees with certain personalities are more difficult to be influenced by their surroundings, hence they may find that organizational politics at workplace is a non-issue. Empirically, researchers have been examining the roles of individual differences in affecting work attitude such as job satisfaction, turnover intention, productivity and other organizational settings [Barrick, Mount 1991, Barry, Stewart 1997, Judge, Heller, Mount 2002, Choi 2011].

The main objective of this study is to examine the relationship between perceived organisational politics and job satisfaction. The second objective is to examine the mediating effect of personality traits on the relationship between perceived organizational politics and employee's job satisfaction among private entity employee in Malaysia. Therefore, two main hypotheses of this study is to test: (1) the relationship between perceived organisation politics (POP) and job satisfaction, and (2) the effect of personality traits in the relationship between POP and jobs satisfaction. The study is expected to confirm the relationship between

POP and job satisfaction and also to identify which personality traits has significant impact to the relationship between POP and job satisfaction.

With those intentions, we first examine the direct effect of the relationship between perceived organizational politics and job satisfaction. These two important variables have previously received extensive research attention [Kacmar, Bozeman, Carlson, Anthony 1999, Miller et al. 2008, Valle, Perrew 2000]. However, prior work in examining the effect of individual differences on the relationship between perceived organizational politics and job satisfaction is still limited. While it is certainly important to know how people feel about their jobs, it is also important to know how their personality could interact with perceived organizational politics to influence job satisfaction at work. Thus, to add to the existing literature, the present study examined the predictive effect of perceived organizational politics on job satisfaction, and the effect of personality in moderating the relationship.

This study makes few contributions. First, it will confirm or disconfirm the previous findings of the negative relationship between perceived organizational politics and job satisfaction in Malaysian context [Chang et al. 2009, Cropanzano et al. 1997, Ferris et al. 1996, Miller et al. 2008, Vigoda-Gadot 2000]. Second, the study explores the role of personality (extraversion, openness, agreeableness and conscientiousness) as moderating variables in the relationship between perceived organizational politics and job satisfaction.

THEORETICAL FRAMEWORK

Perceived Organizational Politics

Ferris, Russ and Fandt [1989] has defined organizational politics as a strategic action taken by an individual within an organization that will lead to long term or short term personal outcome at the expense of others. Organizational politics have been associated with negative influences on employees and

the working environment as it brings powerful influences and manipulation [Muhammad Abbas, Usman Raja, Darr, Bouckenooghe 2014, Ferris, Adams, Kolodinsky, Hochwarter, Ammeter 2002, Kacmar et al. 1999, Mintzberg 1985]. Such behaviour occurs due to dissatisfaction with work outcomes, rewards or policies in an organization. Perceived organizational politics will increase when an individual's behaviour is inconsistent with the organization's established regulations [Ferris et al. 2002].

Ferris et al.'s [1989] organizational politics model has described possible outcomes that were influenced by social and personal factors, which consequently influences individual and organizational outcomes. The model has been very useful in identifying the negative relationship between perceived organizational politics and work attitudes such as job satisfaction, turnover intention and neglect behaviour [Meisler, Vigoda-Gadot 2014, Chang et al. 2009, Vigoda-Gadot 2000].

Other studies have integrated emotion in organizational politics. Liu, Ferris, Treadway, Prati, Perrewe and Hochwarter [2006] explains that emotional behaviours act as a mediator between perception of organizational politics with employees' attitude and behaviour. They further elaborated that political acts by oneself towards others may be viewed as work events that trigger emotional reactions, which in turn lead to a negative effect on the relationship between perceived organizational politics and work attitude/behaviour. Ferris et al. [1989] argued that it is also important to include moderators in testing the relationship between perceived organizational politics and work attitude in order to ascertain the extent to which the moderator interact with organizational politics influence job satisfaction.

Job Satisfaction

In the field of Human Resource Management, job satisfaction is one of the most studied antecedent or outcome due to its importance in behavioural sciences. Over the years, research has been carried out to identify what satisfies a group [Valle, Witt 2001] or an individual employees [Yeoh, Lim, Syuhaily

Osman 2010] in an organization. Consistent with this effort, the present study will examine the relationship between perceived organizational politics and job satisfaction at individual level.

Locke [1976] has defined job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". It signifies the difference between what employees' intent to achieve and what they actually gain from their job which in turn affects their productivity. Vroom [1964] further elaborates that the extent to which an employee is satisfied or dissatisfied depends on the roles they play in an organization. Employees at the lower level management are perceived to have lower job satisfaction than higher level management because they are the one executing the daily tasks given by their superior. According to Hoppock [1935], an individual's satisfaction is affected mainly by internal factors such as psychological influences rather than external factors such as environmental influences. Therefore, more emphasis will be placed on a general satisfaction with work rather than employee benefits, culture or loyalty because this study will be focusing on individual employees' job satisfaction in an organization.

Politics are often referred as workplace stressors because it leads to increased stress [Harris, Kacmar 2005]. There are two outcomes of stress which may occur physically or psychologically when an individual perceives a threat exists in the workplace. Physical outcome include fatigue, insomnia and other somatic experiences [Cropanzano, Howes, Grandey, Toth 1997]. Psychological outcome would lead to negative work attitude such as reduced job satisfaction [Ferris et al. 1989, Harris, Andrews, Kacmar 2007, Meisler Vigoda-Gadot 2014, Valle, Witt 2001]. Thus, employees perceiving high levels of politics would have lower levels of job satisfaction as compared with those perceiving lower levels of organizational politics.

H1: There is a negative relationship between perceived organizational politics and job satisfaction

Personality

Researchers have continually conducted studies on personality traits in order to identify individual differences between employees in the workplace to gauge its effect on job performance, job satisfaction, turnover intention, productivity and other organizational settings [Chan 2011, Judge, Heller, Mount 2002, Barry, Stewart 1997, Barrick, Mount

1991]. According to Allport [1961], the definition of personality is similar to an organization where an individual's distinctive character is made up of a pattern of feelings, beliefs and behaviour. More commonly introduced as Big Five [Goldberg 1992] or Five Factor Model [McCrae, John 1992], personality is categorized into five main traits as defined in Table 1.

Table 1. Definitions of Personality Traits
Tabela 1. Definicje typów osobowościowych

<i>Personality Trait</i>	<i>Definition</i>
Agreeableness	The extent an individual is straightforward, warm, forgiving, compliant, modest or sympathetic
Openness	The extent an individual is imaginative, artistic, unconventional, curious, interested or excitable
Extraversion	The extent an individual is sociable, energetic, outgoing, enthusiastic, assertive or adventurous
Conscientiousness	The extent an individual is discipline, thorough, organized, efficient, serious and not impulsive
Neuroticism	The extent an individual is shy, moody, irritable, tense, not confident or depressed

Source: Goldberg [1992]

For the purpose of this study, personality will be examined as a moderator to explain its effect of perceived organizational politics on job satisfaction. However, only neuroticism will not be included in this study as past studies have validated that it does not have any direct or indirect measures on attitude [Eysenck, Eysenck 1968, McCrae, Costa 1991, Witt, Kacmar, Carlson, Zivnuska 2002].

Agreeableness is defined as the extent to which an individual is straightforward, warm, forgiving, compliant, modest or sympathetic [Goldberg 1992]. According to past studies, agreeableness would interact with perceived organizational politics to predict job satisfaction [Cooper, Carpenter, Reiner, McCord 2014, Guay et al. 2013, Witt, Burke, Barrick, Mount 2002]. An individual who is warm, forgiving and sympathetic will not be affected much by his perception of organizational politics. They tend to tolerate with others engaging in politics as they are more understanding of people's need to achieve their goals which sometimes require them to involve in political behaviours. Thus, we hypothesize that agreeableness has a moderating effect on the relationship between perceived organizational politics and job satisfaction.

H2a: Agreeableness moderates the relationship between perceived organizational politics and job satisfaction.

Openness refers to the extent an individual is imaginative, artistic, unconventional, curious, interested or excitable [Goldberg 1992]. DeNeve and Cooper [1998] described openness as a "double edged sword" that has both positive and negative influences depending on situational factors. They further elaborated that it was unclear if openness has an indirect effect on job satisfaction. However, Judge et al. [2002] found that openness has a small ($\beta=0.01$) indirect effect on job satisfaction but no further studies were done to support these findings. Thus, we hypothesize that openness will moderate the relationship between perceived organizational politics and job satisfaction.

H2b: Openness moderates the relationship between perceived organizational politics and job satisfaction

Extraversion is defined as the extent to which an individual is sociable, energetic, outgoing, enthusiastic, assertive or adventurous [Goldberg 1992]. According to McCrae and John [1992] extraversion is similar with

emotional intelligence as individuals with this particular trait are able to control their emotions in a particular setting. Past studies have shown that there was a positive association between extraversion and job satisfaction in an organization [Connolly, Viswesvaran 2000, Joseph, Newman 2010, O'Boyle Jr, Humphrey, Pollack, Hawver, Story 2011]. There are limited studies done in determining the moderating effect of extraversion on the relationship between POP and job satisfaction. Previous researchers found that when an individual is highly extravert, they will ignore any negative perceptions in the workplace which reduces work attitude outcomes such as job satisfaction [Douglas, Frink, Ferris 2004, Vigoda-Gadot, Meisler 2010] and career success [Poon 2004]. We hypothesize that extraversion will moderate the effect of perceived organizational politics on job satisfaction.

H2c: Extraversion moderates the relationship between perceived organizational politics and job satisfaction

Lee, Ashford and Bobko [1990], and DeNeve et al. [1998] suggested that conscientiousness has an indirect effect on job satisfaction because hardworking individuals will have a higher possibility of achieving their targeted goals. Similarly, other researchers confirm the previous results and found that conscientiousness does moderate the relationship between POP and job satisfaction because a bad match between employee and work environment (politics) will decrease satisfaction in the workplace [Barrick et al. 2001, Guay et al. 2013, Judge, Heller, Mount 2002, Witt, Burke et al. 2002]. Therefore, we hypothesize the moderating effect of conscientiousness on the relationship between perceived organizational politics and job satisfaction.

H2d: Conscientiousness moderates the relationship between perceived organizational politics and job satisfaction

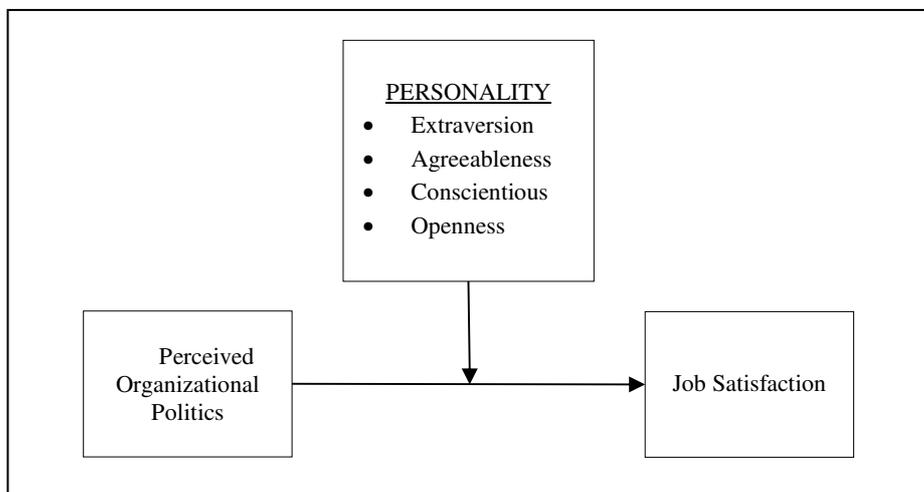


Fig. 1. Conceptual Model
Rys. 1. Model koncepcyjny

Figure 1 illustrates the conceptual model for this study. It suggests that there is a direct relationship between perceived organizational politics and job satisfaction (work attitude). The relationship between perceived organizational politics and job satisfaction is moderated by personality traits namely extraversion, agreeableness, conscientious and openness.

METHOD

Sample and procedure

Survey questionnaires were distributed to private companies located in Kuala Lumpur, Malaysia both personally and online (via e-mail). A total of 210 usable questionnaires

were utilized in the analysis. The breakdown of the sample shows that 37.1% of the respondents were males while 62.9% were females, and the average age of the respondents were between 18 to 25 years old (the sample consists of a young age group). On average, respondents had an average working experience of 1 to 5 years. The respondents were from various industries such as property, utility, news and broadcast where they were either holding managerial or non-managerial positions (refer to Table 2).

Measures

Eight items adopted from Kacmar and Carlson's [1997] scale was used to measure the POP in the study. Sample item includes "There has always been an influential group in this department that no one ever crosses." Responses ranged from 1 (strongly disagree) to 5 (strongly agree). The scale Cronbach's alpha reliability was 0.73.

Table 2. Descriptive Statistics of Respondents' Characteristics
Tabela 2. Dane statystyczne dotyczące charakterystyki respondentów

<i>Measure</i>	<i>Items</i>	<i>Frequency</i>	<i>Percentage [%]</i>
Gender	Male	78	37.1
	Female	132	62.9
Age	18-25 years	81	38.6
	26-35 years	78	37.1
	36-45 years	42	20
	46-55 years	7	3.3
	55 years and above	2	1
Ethnicity	Malay	108	51.4
	Chinese	95	45.2
	Indian	7	3.3
Education	Certificate/Diploma	24	11.4
	Bachelor degree	143	68.1
	Master degree	40	19
	PhD	3	1.4
Position	Managerial	172	81.9
	Non-managerial	38	18.1
Service Tenure	1-5 years	139	66.2
	6-10 years	36	17.1
	11-15 years	20	9.5
	16-20 years	11	5.2
	21-25 years	3	1.4
	26-30 years	1	0.5
Service Sector	Private	191	91
	Public	12	5.7
	Other	7	3.3
Income [per month]	Below RM2,000	30	14.3
	RM2,001-RM4,000	88	41.9
	RM4,001-RM6,000	46	21.9
	RM6,001-RM8,000	19	9
	Above RM8,000	27	12.9

The six-item job satisfaction scale developed by Schriesheim and Tsui [1980] were adopted to indicate their satisfaction in their workplace in terms of current position, current salary, co-workers, promotional opportunities, supervisors, etc. Sample item includes "I am satisfied with the nature of the work I perform." Responses ranged from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha reliability was 0.82.

As for the personality measure, Goldberg's [1992] Big Five Factors were adopted and each of the factors were further divided into personality facets. As explained in the literature, the study will only outline four out of five personality traits. Sample items include "I tend to find fault with others", "I am original, comes up with new ideas", "I am talkative" and "I do a thorough job." Similar

to the other measures, the responses ranged from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha reliability for agreeableness, openness, extraversion and conscientiousness were 0.73, 0.60, 0.77 and 0.74 respectively. All are within the good measure benchmark except for openness trait which only has a moderate reliability.

We include several control variables such as gender, service tenure and monthly income as they were found to have significant relationships with the research variables.

RESULTS

The descriptive statistics, inter-correlations and reliabilities for the main variables are

shown in Table 3. As shown in the table, perceived organizational politics is negatively correlated to job satisfaction ($r = -0.30$; $p < 0.01$). In addition, agreeableness, openness, extraversion and conscientiousness are positively related to job satisfaction ($r = 0.22$; $r = 0.23$; $r = 0.16$; $r = 0.33$ respectively significant at 0.01 and 0.05). This means that there is a direct relationship between the four personality traits and job satisfaction. However, out of the four personality traits, only agreeableness and openness have a significant relationship with perceived organizational politics ($r = -0.15$; $r = 0.13$ respectively where p significant at 0.05). The other two have no direct effect on POP. To add on, it was observed that there were no multicollinearity between the variables as none of the inter-correlation scores were above 0.60

Table 3. Descriptive Statistics, Inter-correlations and Reliabilities
Tabela 3. Statystyki opisowe, wzajemne powiązania i zależności

Variables	M	SD	1	2	3	4	5	6	7	8
1. Gender	1.63	0.48								
2. Service Tenure	1.60	1.01	-0.08							
3. Monthly Income	2.64	1.21	-0.06	0.53**						
4. Job Satisfaction	3.46	0.66	-0.12*	0.12*	0.18**					
5. POP	2.97	0.61	0.06	0.15*	0.05	-0.30**				
6. Agreeableness	3.69	0.49	-0.03	0.04	0.23**	0.22**	-0.15*			
7. Openness	3.38	0.39	-0.12*	0.03	0.22**	0.23**	0.13*	0.37**		
8. Extraversion	3.24	0.55	-0.07	0.11	0.17**	0.16*	-0.04	0.24**	0.38**	
9. Conscientiousness	3.44	0.50	-0.08	0.24**	0.44**	0.33**	-0.02	0.50**	0.37**	0.42**

N = 210; Service tenure measured in years

* $p < 0.05$, ** $p < 0.01$

In order to test hypothesized direct relationship H1 and the moderating effect H2a, H2b, H2c and H2d, a multiple hierarchical regression analysis was conducted. Following Cohen, Cohen, West and Aiken's [2003] suggestion, the variables involved must first be centered and then use those scores to calculate the moderation terms. Once that was done, the moderating terms and main effects were entered into the regression model and the results were shown in Table 4. Control variables such as gender, service tenure and monthly income were included in the analyses with job satisfaction as dependant variables. The results (Table 4, Step 2 and Step 3) demonstrated that the ΔR^2 increased from 23% to 27%. Despite the small incremental value, this means that personality moderation

accounts for the 4% significant change in job satisfaction.

Based on the results, only openness and extraversion had a moderating effect on the relationship between POP and job satisfaction ($\beta = 0.20$; $\beta = -0.19$ respectively significant at $p < 0.05$). On the other hand, agreeableness ($\beta = -0.10$) and conscientiousness ($\beta = 0.05$) was not significant at $p < 0.05$. Referring to the simple slope test in Figure 2, it demonstrated that when an employee is high in openness trait, the positive relationship between POP and job satisfaction is significant. Conversely, Figure 3 indicated that the negative relationship between POP and job satisfaction is significant when an employee highly extravert.

Table 4. Moderating effect of personality on POP and job satisfaction
Tabela 4. Efekt wpływu osobowości na POP oraz zadowolenie z pracy

<i>Variables</i>	<i>Model 1</i>	<i>Model 2</i>	<i>Model 3</i>
Step 1: Control Variable			
Gender	- 0.11	- 0.06	- 0.07
Service Tenure	0.02	0.10	0.10
Monthly Income	0.16*	- 0.04	- 0.04
R^2	0.45		
F	3.25*		
Step 2: Main Effects			
POP		- 0.34**	- 0.36**
Agreeableness		-0.02	0.01
Openness		0.20*	0.15*
Extraversion		- 0.04	0.002
Conscientiousness		0.25*	0.22*
R^2		0.23	
ΔR^2		0.18**	
F		7.63**	
Step 3: Two-way Interaction			
POP × Agreeableness			- 0.10
POP × Openness			0.20*
POP × Extraversion			- 0.19*
POP × Conscientiousness			0.05
R^2			0.27
ΔR^2			0.04**
F			6.16**

N = 210; The coefficients are standardized β values
* $p < 0.05$, ** $p < 0.01$

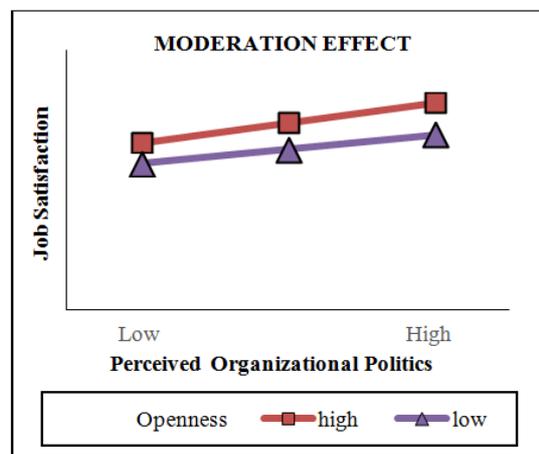


Fig. 2. Moderating effect of openness on the relationship between POP and job satisfaction
Rys. 2. Efekt wpływu otwartości na zależność między POP oraz zadowoleniem z pracy

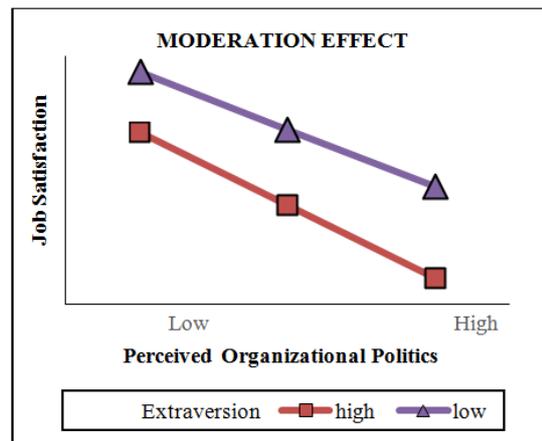


Fig. 3. Moderating effect of extraversion on the relationship between POP and job satisfaction
Rys. 3. Efekt wpływu ekstrawersji na zależność między POP oraz zadowoleniem z pracy

DISCUSSION AND CONCLUSION

Several antecedents were identified has significant impact between the relationship of personality, perceived organizational politics and job satisfaction, which are narcissism, perception of leadership style [Mathieu 2013], employee achievement orientation and personality [Avery, Smillie, Fife-schaw 2015], proactive personality and work engagement [Li, Wang, Gao, You 2015], organisational commitment [Fashola, Akanni, Ajila 2016] .

Prior research from Furnham et al. [2002] and Judge et al. [2002] found that Big Five Model has significant relationship to job satisfaction, whereby Extraversion has been identified has positive relationship to job satisfaction while Neuroticism was identified opposite effect primary and middle school teachers in Mainland China [Li et al. 2015]. On the other hand, a contradicts result of the relationship between extraversion and job satisfaction found in United Kingdom government body employees [Avery et al. 2015].

In the context of Malaysian scenario, although lack of study has been done in relation to perceived organisational politic and job satisfaction, many scholar has identified several factor that has significant impact to the employee job satisfactions which are found that fair treatment in respect of employees

dimension between participative leadership and job satisfaction relationship [Ghaffari, Burgoyne, Mad Shah, Nazri, Salah Aziz 2017], a moderate job satisfaction level amongst academic staff in public university as the demographic variables represent antecedent condition of the general satisfaction [Noordin, Kamaruzaman 2009]. While, job stress found has negative relationship with job satisfaction among academicians in Klang Valley public university [Ahsan, Abdullah, Yong, Shah Alam 2009]

Therefore, researchers have suggested that personality should be incorporated in organizational behaviour study so that a better understanding how antecedents, magnitudes and context in the elements of work environment interact with each other to influence employee's attitudes and behaviours. Nevertheless, the role of personality in moderating the effect of perceived organizational politics on attitudes has not been extensively explored.

The present study suggested that perceived organizational politics influences employees' job satisfaction, and the findings have confirmed the suggestion. We found that there is a significant negative relationship between perceived organizational politics and job satisfaction, therefore accepting hypothesis H1. This is in line with previous research that found the same outcome [Meisler et al. 2014, Valle et al. 2001, Kacmar et al. 1999].

Furthermore, personality was hypothesized as having a moderating effect on the relationship between perceived organizational politics and job satisfaction. Our findings demonstrated that only two out of the four personality traits were significant, which were openness and extraversion. Therefore, hypotheses H2b and H2c were supported, while H2a and H2d were rejected. The findings confirmed past studies where despite the small significant effect of openness, employees with high levels of perceived organizational politics tend to have high job satisfaction too. Judge et al. [2002] explained that employees that are open to changes in an organization (negative or positive) would remain satisfied regardless of the situational factors. However, highly extravert employees tend to have low job satisfaction when perceived organizational politics is high because they like to associate themselves with groups and thus are unable to cope when a member of their society engages in a political behaviour [Douglas et al. 2004, Vigoda-Gadot, Meisler 2010]. Other than that, the findings of current study also confirms that agreeableness and conscientiousness have no moderating effects on the relationship [McCrae et al. 1991, Organ et al. 1995].

This research may contribute to the current knowledge of direct effect of perceived organizational politics and offers prediction of personality traits of employees that have potential impact to the performance of the company. It would also become an annotation to the management to conduct training that appropriate to different types of personality traits. This study provides an empirical evidence to support that grooming in personality can help employers to better control employees' perception on organizational politics hence lead to better job satisfaction among employees. The management may need to focus on the enhancement of extraversion personality trait that is proved to reduce perceptions of organizational politics in the organization.

However, the findings from the present study should be interpreted with certain limitations. First, it used cross-sectional research design in which the data were a snapshot of employee's perception in a dynamic corporate culture. Therefore,

a cross-sectional study such this, does not permit us to view the findings as conclusive. Future research should use longitudinal design so that we will get a better understanding the causal relationship of the studied variables. Secondly, due to the convenience sample used in data collection, the findings of this study may not be generalised to the population, or be interpreted in the context of the Malaysian corporate environment. However, despite the limitations of the present study, we addressed the important and neglected personality traits with regards to job satisfaction. The finding demonstrated that different personality traits drives different perception of organisational politics that could contributed diverse job satisfaction among employees.

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POSTRZEGANA POLITYKA ORGANIZACYJNA ORAZ ZADOWOLENIE Z PRACY: ROLA OSOBOWOŚCI JAKO MODERATORA

STRESZCZENIE. Wstęp: Praca ma na celu przeanalizowanie przewidywanego wpływu postrzeganej polityki organizacyjnej na zadowolenie z pracy pracowników oraz rolę osobowości (ekstrawersja, otwartość, ugodowość oraz sumienność) w kształtowaniu powiązań i wzajemnych stosunków.

Metody: Dane zostały zebrane poprzez przeprowadzenie wywiadu ankietowego wśród 210 pracowników prywatnych przedsiębiorstw w Malezji. Hipotezy zdefiniowane na tej podstawie zostały poddane ocenie przy użyciu analizy regresji hierarchicznej.

Wyniki: Zgodnie z przewidywaniami, wyniki badania wskazują, że postrzegana polityka organizacji jest odwrotnie skorelowana z zadowoleniem z pracy ($R^2 = 0.09$). Spośród czterech ocenianych cech osobowości, tylko ekstrawersja i otwartość, miały wpływ na zależności pomiędzy postrzeganą polityką organizacji a zadowoleniem z pracy.

Wnioski: Otrzymane rezultaty badań poszerzają dostępną wiedzę dotyczącą istotności cech charakteru w relacji z postrzeganą polityką organizacji a zadowoleniem z pracy wśród pracowników.

Słowa kluczowe: postrzegana polityka organizacyjna, zadowolenie z pracy, osobowość, ekstrawersja, otwartość.

DIE WAHRGENOMMENE ORGANISATIONSPOLITIK UND DIE ARBEITZUFRIEDENHEIT: ROLLE DER PERSÖNLICHKEIT ALS EINES MODERATORS

ZUSAMMENFASSUNG. Einleitung: Das Ziel der vorliegenden Arbeit ist es, den vorgesehenen Einfluss der wahrgenommenen Organisationspolitik auf die Arbeitszufriedenheit bei Mitarbeitern und die Rolle der Persönlichkeit (Extraversion, Offenheit, Verträglichkeit und Gewissenhaftigkeit) bei der Ausgestaltung von Beziehungen und gemeinsamen Relationen zu analysieren.

Methoden: Die betreffenden Daten wurden anhand von Umfragen unter 210 Mitarbeitern in malaysischen Privatunternehmen erfasst. Die auf dieser Grundlage formulierten Hypothesen wurden einer Beurteilung unter Anwendung der Analyse der hierarchischen Regression unterzogen.

Ergebnisse: Gemäß den Erwartungen weisen die Forschungsergebnisse darauf hin, dass die wahrgenommene Organisationspolitik mit der Arbeitszufriedenheit ($R^2 = 0.09$) gegenteilig korreliert ist. Unter den vier beurteilten Persönlichkeitsmerkmalen übten lediglich die Extraversion und Offenheit einen Einfluss auf den Zusammenhang zwischen der wahrgenommenen Organisationspolitik und der Arbeitszufriedenheit aus.

Fazit: Die erzielten Forschungsergebnisse bereichern das vorhandene Wissen über die Relevanz der Charaktermerkmale in Bezug auf die wahrgenommene Organisationspolitik und die Arbeitszufriedenheit bei Mitarbeitern.

Codewörter: wahrgenommene Organisationspolitik, Arbeitszufriedenheit, Persönlichkeit, Extraversion, Offenheit.

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